

MULTIMEDIA



UNIVERSITY

STUDENT IDENTIFICATION NO

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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 3, 2019/2020

**DBS5614 –MANAGEMENT**

(All sections / Groups)

9 JUNE 2020

9.00 a.m. – 11.00 a.m.

(2 Hours)

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### INSTRUCTIONS TO STUDENT

1. This question paper consists of 10 pages with 2 sections.
2. Attempt **ALL** questions in Section A and Section B. The distribution of the marks for each question is given.
3. Please write all your answers for Section A on the OMR form provided and all answers for Section B in the Answer Booklet provided.

**SECTION A: Multiple Choice Questions (40 Marks)**

1. Which of the following **MOST** accurately reflects the symbolic view of management?
  - A. External forces are responsible for an organisation's success.
  - B. Employees are directly responsible for an organisation's success or failure.
  - C. Managers have to ensure that every obstacle can be overcome while we are on the way in achieving the organisation's goals.
  - D. Managers are directly responsible for an organisation's success or failure.
  
2. Based on the following statements, identify the economic component of an organisation's external factor?
  - A. The firm's customers have a high school education.
  - B. The employees of the organisation have, on average, 2.3 children.
  - C. Most of the firm's customers are in the Midwest.
  - D. The firm's customers' disposable income falls in the range of RM4,000 – RM8,000.
  
3. Suppose the global economy recovers rapidly from the recession due to pandemic disease. Which constraint is faced by managers when they make decisions?
  - A. The number of qualified candidates available for hire will become smaller.
  - B. Managers will be asked to eliminate positions to reduce labour costs.
  - C. The hourly compensation average will be reduced; managers will be asked to offer less hour to job candidates.
  - D. Positions will be easier to fill as college graduates would settle for lower paying jobs.
  
4. The term \_\_\_\_\_ is used to collectively refer to any constituencies in an organisation's environment that are affected by its decisions and actions.
  - A. competitors
  - B. shareholders
  - C. unions
  - D. stakeholders

**Continued...**

5. Which of the following arguments on social responsibility states that a business is socially responsible only when it pursues its economic interests?
- A. Possession of resources.
  - B. Superiority of prevention over cures.
  - C. Public expectations.
  - D. Violation of profit maximisation.
6. The process of applying social and environmental criteria to an investment decision is known as \_\_\_\_\_.
- A. green screening
  - B. social screening
  - C. violation of profit maximisation
  - D. value-based selection
7. Which of the following approaches of going green reflects the highest degree of environmental sensitivity and a good illustration of the social responsibility of the organisation?
- A. Market approach.
  - B. Legal approach.
  - C. Activist approach.
  - D. Stakeholder approach.
8. Which of the following steps in the human resource management process relates to identifying and selecting competent employees?
- A. Orientation and training.
  - B. Planning and performance management.
  - C. Compensation and benefits.
  - D. Human resource planning and recruitment.
9. During an economic recession, \_\_\_\_\_.
- A. human resources managers find it more difficult to replace employees
  - B. candidates face less competition for open positions
  - C. candidates expect better benefits and pensions
  - D. more qualified candidates are available to fill fewer open positions
10. Managers begin human resource planning by \_\_\_\_\_.
- A. inventorying current employees
  - B. locating capable applicants
  - C. forecasting sales
  - D. job analysis

**Continued...**

11. When a person reads a statement that explains the job content, environment, and conditions of employment, it is called \_\_\_\_\_.
- A. job description
  - B. job manual
  - C. job preview
  - D. job specification
12. When a candidate for lecturer position in a college is asked to do mock teaching to demonstrate his/her skill, this is an example of a(an) \_\_\_\_\_.
- A. aptitude test
  - B. intelligence test
  - C. performance-simulation test
  - D. psychometric test
13. The planned elimination of jobs in an organisation is called \_\_\_\_\_.
- A. job rotation
  - B. performance management
  - C. downsizing
  - D. turnover
14. Which of the following techniques in reducing resistance to change assumes that much of the resistance lies in misinformation?
- A. Participation.
  - B. Education and communication.
  - C. Facilitation and support.
  - D. Negotiation.
15. There is a need for an organisation to change and this is because \_\_\_\_\_.
- A. external and internal factors create the forces for change
  - B. the environment is stable
  - C. employees get bored with the status quo
  - D. the future is unpredictable
16. Forever 21, a large discount retailer, discovered it could not compete with the world's largest retailer and has repositioned itself as more upscale discount department store. This move represents a change in \_\_\_\_\_.
- A. consumer preferences
  - B. technology
  - C. organisational strategy
  - D. the economy

**Continued...**

17. In the \_\_\_\_\_ metaphor, change is normal and expected and managing it is a continual process.
- A. smooth water
  - B. calm water
  - C. water over the dam
  - D. white-water rapids
18. The unfreezing step of the change process can be thought of as \_\_\_\_\_.
- A. preparing for the needed change
  - B. changing to a new state
  - C. sustaining a change over time
  - D. changing the organisational structure
19. Ilham Painting Sdn. Bhd. focuses on new ideas, uses technology that changes frequently, and has strong competition in the market. Which metaphor of change does the statement represent?
- A. A rapid water metaphor.
  - B. A white-water rapids metaphor.
  - C. A falling water rapid metaphor.
  - D. A shallow water metaphor.
20. Maisarah is worried that she will not be able to pay her mortgage and feed her family since she was laid off from her production job. Which one of Maslow's levels of need is a concern to Maisarah?
- A. Psychological.
  - B. Self-actualisation.
  - C. Esteem.
  - D. Physiological.
21. Jihan realised her workers do not need her supervision too much; she trusts them to know what to do, how to do it, and know how to get it done on time. In this respect, Jihan is a \_\_\_\_\_.
- A. Theory X
  - B. Theory Y
  - C. Two-factor
  - D. Theory Z

**Continued...**

X	Y
Achievement Recognition Work itself	Supervision Company policy Working conditions

Table 1

22. Table 1 shows factors that goes from extremely satisfied to extremely dissatisfied based on Herzberg's Two-Factor Theory. Name the **X** and **Y**.
- A. Psychological; Esteem
  - B. Motivation; Hygiene
  - C. Need of achievement; Need of power
  - D. Self-efficacy; Goal setting
23. \_\_\_\_\_ refers to the horizontal expansion of a job by increasing the number of different tasks required in a job and the frequency with which those tasks are repeated.
- A. Job enrichment
  - B. Job scope
  - C. Job enlargement
  - D. Job depth
24. The equity theory proposes that \_\_\_\_\_.
- A. an employee compares his or her job's input-output outcomes ratio with that of relevant others and then takes steps to correct any inequity
  - B. employees are more likely to show initiatives at work if they are more involved in decisions that affect their work
  - C. employees expect that exerting a given amount of effort will lead to a certain level of performance and will be demotivated if that does not happen
  - D. offering employees part of the company's shares, or equity, motivates them to do their best because their performance directly ties in with the company's
25. Basri expects his employees to "check their brains at the door". He does all the thinking, makes all the decisions, and issues commands to his subordinates. Basri uses the \_\_\_\_\_.
- A. authoritarian
  - B. democratic
  - C. laissez-faire
  - D. autocratic

Continued...

26. To maximise motivation among today's workforce, managers need to think in terms of \_\_\_\_\_.
- A. job autonomy
  - B. job security
  - C. compensation
  - D. flexibility
27. Danish has been on the job only a few days. He still has a lot to learn but pays close attention whenever his job coach gives him tips. The best style for the job coach to use is \_\_\_\_\_.
- A. participating
  - B. selling
  - C. telling
  - D. delegating
28. Which leadership theory asserts that a leader's job is to assist followers in attaining their goals and to ensure that their goals are compatible with the goals of the group or organisation?
- A. Fiedler's Theory.
  - B. Leader-Member Exchange.
  - C. Path-Goal Theory.
  - D. Leader Participation Model.
29. Eshan generally lets subordinates know what is expected of them, schedules work to be done, and gives specific guidance on how to accomplish tasks. He would be termed a(n) \_\_\_\_\_ leader.
- A. directive
  - B. situational
  - C. supportive
  - D. high-structure
30. Trait theory ignores \_\_\_\_\_.
- A. the interactions of leaders and their group members as well as situational factors
  - B. the fact that leaders should be able to create visions and solve problems
  - C. the aspects of honesty and integrity
  - D. physical traits of leaders

**Continued...**

31. In working with his employees, Chong involves them in decision making and encourages them to participate in deciding their work methods and goals. Chong's leadership style can best be described as \_\_\_\_\_.
- A. democratic
  - B. laissez-faire
  - C. participative
  - D. autocratic
32. Fiedler's dimension termed \_\_\_\_\_ is the degree of confidence, trust, and respect subordinates have for their leader.
- A. position power
  - B. leader-member relations
  - C. leader-member exchange
  - D. task structure
33. Which one of the following leadership styles describes a leader who provides little direction or support?
- A. Participating.
  - B. Delegating.
  - C. Telling.
  - D. Selling.
34. Which of the following shows a communication has occurred?
- A. Amir tells his manager that he needs a new computer, but he says that the company can't afford it.
  - B. Janna has sent an urgent e-mail to her Japanese colleague, but a translator is not yet available
  - C. Ben attended all the Math lectures, but is unable to understand the subject.
  - D. Gabriel updates his blog regularly, even though no one reads it.
35. Saloma had a bad day. She is voicing out to her supervisor about her problems. Saloma is using communication to \_\_\_\_\_.
- A. control behaviour
  - B. motivate her supervisor to take action
  - C. express her emotions
  - D. inform her supervisor of her personal problems

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36. Disturbances that interfere with the transmission, receipt, or feedback of a message are called \_\_\_\_\_.
- A. filters
  - B. distractors
  - C. screens
  - D. noise
37. Jefry has prepared a memorandum explaining the objectives of the work team. Some of the production workers have come to Jefry to ask for clarification about the memorandum. This represents the \_\_\_\_\_ aspects of the communication process.
- A. feedback
  - B. noise
  - C. channeling
  - D. filtering
38. The accountant told Elsa that he had difficulty understanding some of the technical terms used in her memorandum. These technical terms are commonly known as \_\_\_\_\_.
- A. techspeaks
  - B. jargons
  - C. vernaculars
  - D. encoding
39. Suggestion box is a good idea, but if they are used, \_\_\_\_\_.
- A. no anonymous suggestions should be accepted
  - B. employees should be adequately regarded for every idea they submit that is implemented
  - C. each suggestion should be logged into a database available to all employees
  - D. managers should explain why suggestions are feasible or not
40. Ethical communication involves \_\_\_\_\_.
- A. refraining from denigrating one's employer on social media
  - B. including all relevant information
  - C. sharing enough information to lead the audience to a pre-determined conclusion
  - D. withholding information that is detrimental to the organisation

**[Total 40 Marks]**

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**SECTION B: Structured Questions (60 Marks)****QUESTION 1****Work Matters! Lead with compassion**

Compassion, and also volunteerism are things that Malaysia, and the world generally, needs in abundance right now. We face the gargantuan task of rebuilding our economies after the worldwide lockdown due to the ongoing pandemic that we are facing. From a workplace perspective, if you freely offer to do something or show kindness as well as empathy; it can result in tremendous benefits for everyone. Many companies grapple with toxic people and a terrible work culture. And, this tends to make good and valuable people seek better places of work to ply their trade. Staff satisfaction and retention is an area that challenges most companies.

Large businesses with progressive leadership create all sorts of initiatives that keep their staff connected to each other, and the organisation's mission. Any avenue to volunteer as a team, department, or even as a company-wide process, serves as an opportunity for the team to bond. Getting off-site from your office, and the daily to-do of work life, allows colleagues and co-workers to see each other in a new light. It also encourages cross-cell collaboration or inter-departmental relationships.

*Source from [www.nst.my](http://www.nst.my); 3 April 2020*

- (a) Based on the article, which component of external environment we are facing now is due to the ongoing pandemic? Why? (3 marks)
- (b) From the article, name **TWO (2)** reasons which make good and valuable people seek better places of work to **ply** their trade? (2 marks)
- (c) From the article, state **TWO (2)** activities that allow colleagues and co-workers to see each other in a new light and what are the **TWO (2)** benefits from these activities? (4 marks)
- (d) State **THREE (3)** stages of moral development. (3 marks)

**[Total 12 Marks]**

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**QUESTION 2**

- (a) Explain **THREE (3)** types of current assessment under human resources planning. (9 marks)
- (b) List **THREE (3)** external and internal forces for change in an organisation. Kindly copy the table to your answer sheet. (6 marks)

External	Internal

**[Total 15 Marks]****QUESTION 3**

- (a) Briefly discuss **THREE (3)** types of leadership behaviours. (9 marks)
- (b) Define authentic leadership. (2 marks)
- (c) List **FOUR (4)** team leadership roles. (4 marks)

**[Total 15 Marks]****QUESTION 4**

- (a) Answer the following questions:
- Define nonverbal communication. (2 marks)
  - Describe **TWO (2)** types of nonverbal communication. (6 marks)
- (b) Briefly explain any **TWO (2)** barriers to communication. (6 marks)
- (c) List **FOUR (4)** methods of interpersonal communication. (4 marks)

**[Total 18 Marks]****End of Paper**